

HEALTH AND
HUMAN RELATIONS
IN
INDUSTRY.

THE COURSES
AT
ROFFEY PARK.

WHAT ROFFEY PARK IS

THIS IS THE STORY OF A GREAT BRITISH ENTERPRISE

ROFFEY PARK IS THE SYMBOL of a unique co-operation between medicine and industry in the face of the growing problem of industrial ill-health.

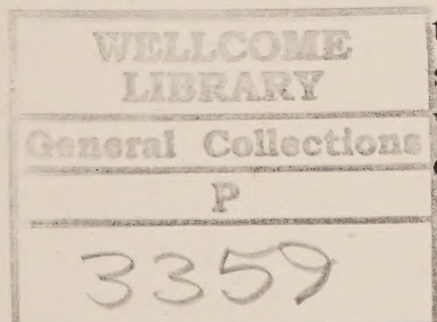
DURING THE WAR GREAT BRITAIN was confronted with an acute labour shortage and it was vital that neither time nor manpower should be lost to industrial production through breakdowns in health or efficiency. In the summer of 1943, the problem was tackled systematically for the first time. Roffey Park Rehabilitation Centre was established at Horsham in Sussex under the auspices of the National Council for the Rehabilitation of Industrial Workers, whose chairman, Lord Horder, and vice-chairman, Mr. Samuel Courtauld, exemplify the joint interest of medicine and industry. Here residential treatment was made available for the multiple cases of indeterminate ill-health arising from industrial fatigue, depression, nervous debility and other occupational or psychological disorders, with the object of returning as many workers as possible to a full-time productive capacity.

ROFFEY PARK, A LARGE COUNTRY HOUSE in a wooded estate of some three hundred acres, was purchased and equipped through the liberality of a number of progressive firms and with the full approval of the Government. It provides facilities for 120 patients of either sex, while at present rather more than twenty-five per cent of the cases handled are ex-service personnel who have failed to adjust to industrial conditions and represent a problem in themselves.

THE MAJORITY OF THE PATIENTS are recommended by industrial medical officers, priority of admission being given to employees of subscribing firms, and a proportion also come through local authorities and voluntary hospitals. All patients are given individual treatment from the time of their arrival. Treatment is of an all-round character based on medical examinations (with X-ray photographs and pathological investigations where necessary), psychological treatment and a study of the personal and environmental factors in each case. Dietetics are considered of special importance. All meals are supervised by a resident dietician, and the kitchen gardens provide fresh fruit and vegetables.

IT HAS BEEN FOUND THAT a six weeks' course along these lines is sufficient in most cases to restore the patient's health and self-confidence. Follow-ups in industry have shown that eighty-two per cent of cases return to normal full-time employment, usually in their original capacity.

THIS LIVING EXPERIMENT ATTRACTED many visitors from all parts of the country and from abroad, and one-day courses were arranged. It was impossible, however, to study the problems in so short a time. Accordingly a further project was sponsored by leading firms to equip a training and research department where these questions could be studied at greater leisure and the benefits of research disseminated throughout industry and the health services.



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ROFFEY PARK REHABILITATION DEPARTMENT

HORSHAM, SUSSEX.

TRAINING COURSES during 1947 start on 1st September, 1947, and will continue until the late autumn. Enrolment on the attached form may be either for a fortnight or for one week only. Priority in the allocation of vacancies will, however, be given to those enrolling for the whole course.

Where possible, alternative dates should be given, and early application is advisable owing to the heavy demand for attendance.

PLEASE TEAR OUT.

ENROLMENT FORM.

Name

Sex M. or F.....

Address

Organisation.....

.....

.....

.....

.....

Occupation

Nationality

I wish to apply for a Training Course at Roffey Park for $\frac{2 \text{ weeks}}{1 \text{ week}}$

commencing Monday (insert preferred date and month, with alternative date below). A cheque for $\frac{£18/18/0}{£9/9/0}$ to cover full accommodation and tuition is enclosed.

Alternative date.....

(British Companies sending their employees can treat this expense as a revenue charge; applicants from associated firms need not necessarily pay in advance).

Signed.....

To The Secretary, Training Dept.,

Roffey Park, Horsham, Sussex, England.



SOME TYPICAL PROBLEMS

CASE No. 1. ALBERT G. . . . AGED 28. Normally employed in the moulding shop of a London factory. Was sent to Roffey Park on account of backache during the past two years.

A history of this case showed the onset of pain in the lower part of his back when lifting a heavy weight, for which he was off work on Workmen's Compensation for eight months. In addition, the man had become depressed, irritable and tremulous and suffered from nervous indigestion. He lost 10 lbs. in the eight months prior to admission. There was no medical or X-ray evidence of disease in the spine but the accident, his employers and the prospects for the future. A final settlement under the Workmen's Compensation Act was advised and carried through and the man was employed regularly in the Roffey Park workshops. He continued to improve and in a few weeks lost much of his anxiety. Arrangements were made for his employment on inspection work which involved no lifting and to which he settled satisfactorily.

CASE No. 2. MARGARET S. . . . AGED 22. A dispenser in a multiple chemist's shop, was referred by the Company Medical Officer on account of pains in the hands, feet and back, together with difficulty in sleeping, for which she had been off work for twelve weeks.

On admission she was found to be in poor general health and very introspective. Further enquiry revealed an unsatisfactory situation both at home and at work, to which she was reacting adversely. Her home life was controlled by a dominating mother who treated her as a small child, where she worked was visited by the Social Worker who found that it had been damaged in an air raid, with the result that Margaret was always working under artificial light. She improved remarkably with appropriate treatment and before discharge arrangements were made for her to assist in the Research Laboratories of the Company, where she could live in a hostel and work under good, hygienic conditions. The mother was seen, also, and her co-operation secured so that the girl could lead a fuller social life.

CASE No. 3. GEORGE D. . . . AGED 38. A carpenter and pattern-maker, was admitted owing to repeated absences from work due to indeterminate ill-health. He was working prolonged overtime prior to his call-up to the Army in the summer of 1944, and had a good work record with his employers. He collapsed in the Army in the autumn of 1944, and after hospital treatment was discharged from the Service. He returned to his previous employment but had to give up after some weeks owing to depression. On admission to Roffey Park he was found to be very depressed, apathetic and eating very little. He was given appropriate physical and electrical treatment and improved steadily. Regular employment in the wood workshop enabled him to regain his confidence and also to demonstrate his high quality of workmanship. After seven weeks he had made an excellent recovery and was fit to resume work with his old firm. For the first month he worked half-time and then reverted to full working hours.

CASE No. 4. ROBERT W. . . . AGED 28. Was admitted complaining of inability to settle into work. Before the war he had been employed satisfactorily as a clerk in the City and during the war saw action in North Africa and Italy. He was a prisoner of war for two years in Germany and since his return in 1945 had had five jobs, none of which gave satisfaction. On admission he was tense, irritable, hypercritical and sleeping badly. Physically his nutrition was poor and some of his teeth septic. Individual treatment was instigated, which showed that much of his trouble was due to half-forgotten experiences as a prisoner of war. Psychological tests showed good mechanical aptitude and appreciation of three dimensional proportions, but only average intelligence. While receiving appropriate treatment he was placed in the wood workshop, where he made good progress. After some weeks he had lost his irritability, was mixing well with the other patients and was sleeping without drugs. Arrangements were made for him to be trained as a carpenter by the Ministry of Labour and enquiry twelve months later showed that he was employed satisfactorily on house construction.

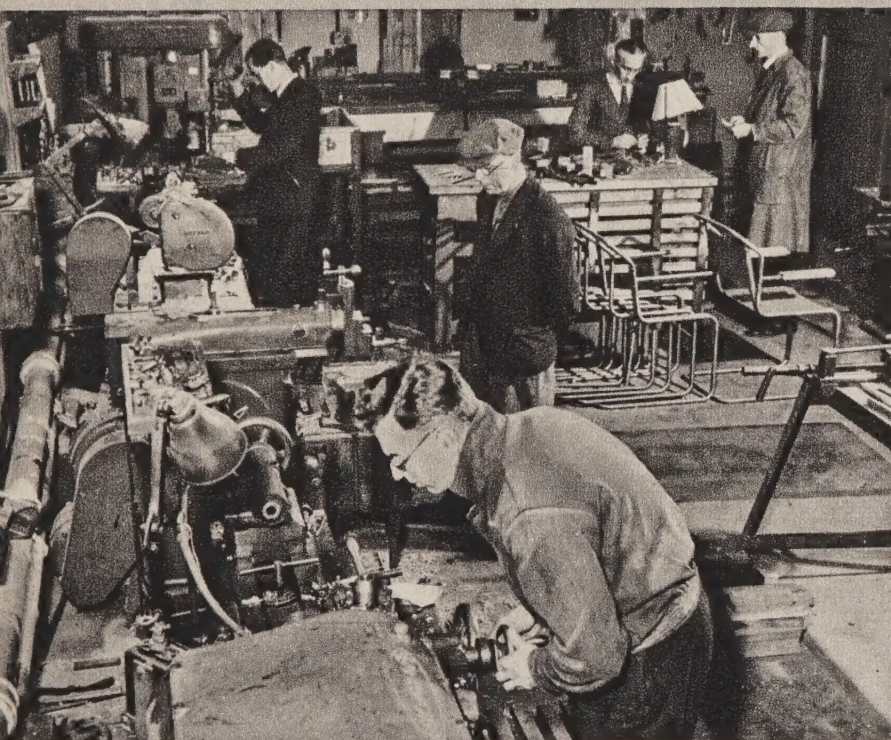
CASE No. 5. MAY B. . . . AGED 26. A typist, was admitted complaining of depression and insomnia, which had been attributed to overwork. Her past record showed that she had carried on in London throughout the war and had never had previous illness. She had lost 8 lbs. in weight in ten weeks preceding her admission and she had no inclination to eat. Her general condition was poor but there was no evidence of actual physical disease. Co-operation with the Personnel Department of the firm elicited the fact that there had been serious difficulties in her department for some months. The woman in charge was irrational, difficult and liable to have favourites, with the result that there had been marked difficulties in obtaining the required additional staff. A vicious circle had thus been produced which was the important factor in May's ill-health. The patient's general condition improved with treatment and she was enabled to take a more dispassionate view of her problems, which were also complicated by home difficulties. The woman supervisor was moved by the firm to alternative employment where she was not in charge of other people, and after a few weeks May went back to work. Six months later she was reported to be well and working happily.

CASE No. 6. GEORGE D. . . . AGED 36. Was admitted on the recommendation of a London hospital, as he was unable to work owing to an injured arm. Before the war this man was employed as a house-painter and during the war served with distinction in the Army. Shortly after discharge he was injured in a road accident which tore the nerves supplying his left arm and also caused concussion. He was in hospital for ten weeks and then spent some months attending an out-patient department for electrical treatment. He was afraid to go out by himself and accordingly had to be taken to hospital by his wife. On admission to Roffey Park was undoubtedly unemployable. Psychological tests showed him to have good intelligence and a high level of mechanical skill with his uninjured right hand. He was put in the workshop on sign-writing, in which occupation he soon showed excellent skill. By co-operation with the Disablement Rehabilitation Officer of the Ministry of Labour, and the almoner from the referring hospital, he was found work in a sign-writer's shop near home, where he settled satisfactorily despite the fact that his left arm remains very weak.

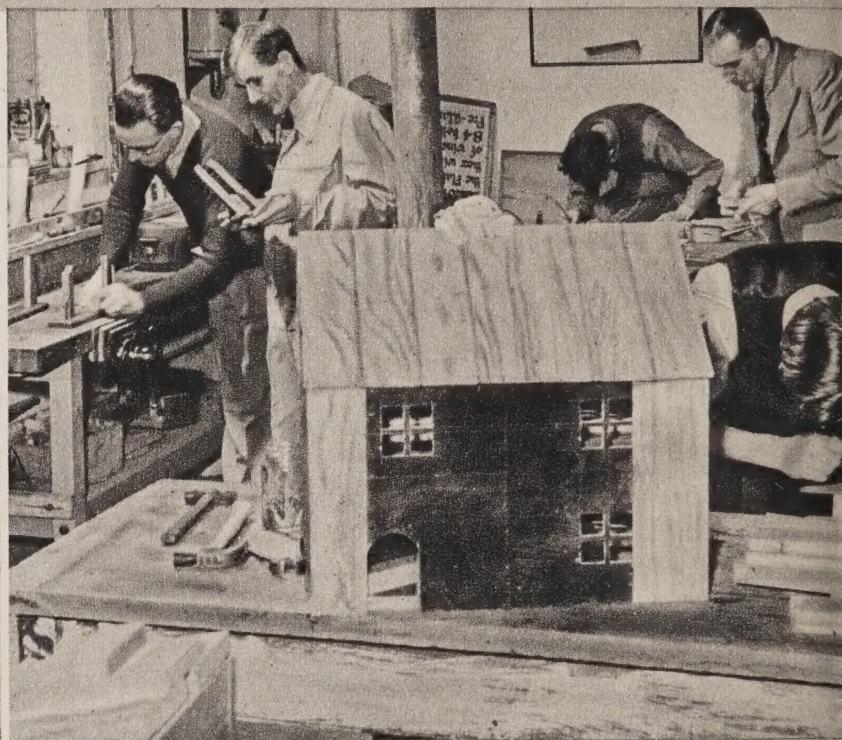
THE MOST MODERN TREATMENT



The staff meet a new patient. From this conference will emerge the broad pattern of his future treatment.



Men patients spend part of their day in practical occupation in the metal-work and carpenters' shops.



Work is useful as well as occupational. Furniture is repaired and toys are made for the staff day-nursery.



The Matron takes a blood test. Full clinical investigation into each new case ensures complete treatment.



The evenings are set aside for recreation and relaxation. A discussion group or brains trust may be organised.



His bodily health is carefully rebuilt. He will attend regular daily classes of organised physical training.



Women also take part in graded exercises and re-learn the lesson of mental and muscular co-ordination.



Another branch of occupational therapy. For some of the women patients, handicrafts provide a new interest.



A large kitchen garden provides fresh fruit and vegetables. Its upkeep is mostly the patients' own work.



Nothing is compulsory in the evening's programme. Patients may read, write or talk in their own lounge.

Treatment is individual and of an all-round nature. Each case is thoroughly investigated on arrival, and appropriate medical, psychological and occupational treatment is prescribed. All cases are under the personal care of well-qualified psychiatrists. Physical training alternates with workshop, garden and domestic duties.

THE COURSES OF STUDY

MORE THAN A THOUSAND CASES pass yearly through the Rehabilitation Centre at Roffey Park. Of necessity these represent only a small fraction of the wastage to British industry caused by indeterminate ill-health, often the result of social or psychological maladjustment, and it has been recognised that such wastage could be much reduced if those responsible for the supervision of workers were more actively acquainted with these problems.

ACCORDINGLY, A TRAINING AND RESEARCH DEPARTMENT at Roffey Park has been inaugurated, where personnel from industry and the social services in Great Britain, as well as interested visitors from overseas, may avail themselves of the unique experience afforded by the presence of so many actual cases of industrial ill-health.

PROGRESSIVE BRITISH INDUSTRIALISTS have donated the capital resources necessary to equip a residential training centre suitable for first-hand study under the guidance of expert instructors. A series of two-weekly courses runs consecutively throughout the summer from May to September, at an inclusive cost of £18 18s. During the winter months the staff spend their time in factories, warehouses and offices, giving technical advice and carrying out surveys. In this way, a reservoir of teaching and research in industrial health is constantly maintained.

AN EQUAL WELCOME IS EXTENDED at Roffey Park to doctors, works managers, personnel managers, trade union officials, and social workers from hospitals, all of whom have something to contribute and something to learn of each other's problems. An especial welcome is extended to all visitors from abroad who have a sufficient working knowledge of English to benefit from the training. At the end of the course, arrangements can be made for overseas guests to visit the British industries in which they are interested.

THE SUBJECTS STUDIED ARE VARIED and the syllabus is divided broadly under two headings: 1. Maintaining fitness at work, and 2. Rehabilitation and resettlement. At all times the students are brought closely in touch with the work being carried out at the Rehabilitation Centre and regular demonstrations of problem cases are arranged.

CLASSES ARE MODELLED LESS ON THE ACADEMIC LINES of lecturer and audience than on those of the open "discussion group" popularised by A.B.C.A. during the war. Residents are asked to join discussions themselves and are to some extent responsible for the course their studies follow. The lecture hall is informally laid out and has facilities for the presentation of instructional films, which make up a considerable part of the training. A library containing the best English and American reference books adjoins this hall.

INSTRUCTION AND GUIDANCE lie in the hands of a resident staff of five, who are supplemented by a panel of twenty-five visiting lecturers holding high medical, industrial or sociological qualifications. Although the courses are planned to last for two weeks visitors may stay longer by arrangement with the Director of Studies.

TEACHERS AND LECTURERS

INSTRUCTION IS GIVEN by a competent medical and technical staff, assisted by visiting lecturers. All members of the resident staff have had experience of industry in addition to possessing high qualifications in their own field. They are strengthened by the inclusion of an industrial sociologist from the United States, while the visiting panel contains many well-known names in both medical and industrial spheres.

RESIDENT

T. M. LING, M.A., M.D., M.R.C.P., Medical Director, Roffey Park Rehabilitation Centre.
R. F. TREDGOLD, M.A., M.D., D.P.M., Boots Lecturer in Industrial Health.
MR. JEROME F. SCOTT, M.A. (Harvard), British Legion Lecturer in Industrial Sociology.
MISS J. KIRBY, A.I.A., Social Worker, Roffey Park Rehabilitation Centre.

VISITING

THE LORD HORDER, G.C.V.O., M.D., F.R.C.P., Consulting Physician to St. Bartholomew's Hospital.
SIR WILFRED GARRETT, B.SC., Late Chief Inspector of Factories.
PROFESSOR G. P. CROWDEN, O.B.E., D.SC., M.R.C.P., Professor of Applied Physiology, University of London.
A. J. AMOR, M.D., M.SC., Chief Medical Officer, Imperial Chemical Industries Ltd.
E. M. BACKETT, M.B., B.S., Adviser in Selection, Industrial Welfare Society.
H. BALME, O.B.E., M.D., F.R.C.S., D.P.H., Medical Officer in Charge of Rehabilitation, Ministry of Health.
MR. WILFRED BROWN, Managing Director, Glacier Metal Company, Ltd.
MR. F. E. CHAPPELL, Director of Production Efficiency Service, Board of Trade.
W. E. CHIESMAN, M.D., F.R.C.P., Treasury Medical Adviser.
JOHN EDWARDS, O.B.E., M.P., General Secretary of the P.O. Engineering Union.
MISS P. ELTON MAYO, Consultant on Industrial Relations.
MR. R. E. GOMME, O.B.E., Assistant Secretary, Ministry of Labour and National Service.
G. R. HARGREAVES, O.B.E., M.R.C.S., L.R.C.P., Chief Medical Officer, Lever Bros & Unilever Ltd.
MR. R. R. HOPKINS, Chief Personnel Officer, Vauxhall Motors Ltd.
F. D. HOWITT, C.V.O., M.D., F.R.C.P., Physician in Charge of Physical Medicine, Middlesex Hospital.
N. L. LLOYD, M.B., M.R.C.P., Chief Medical Officer, Ministry of Supply.
T. A. LLOYD DAVIES, M.D., M.R.C.P., Chief Medical Officer, Boots Pure Drug Company, Ltd.
T. F. MAIN, M.D., D.P.M., Medical Director, The Cassel Hospital.
MR. R. A. MILES, Chief Personnel Officer, Standard Telephones & Cables Ltd.
MR. G. R. MOXON, Director of Personnel Adv. Service, Inst. of Personnel Management.
MISS H. E. REES, Director of Studies, Institute of Hospital Almoners.
MISS J. W. REEVES, PH.D., National Institute of Industrial Psychology.
MR. A. K. RICE, Assistant Director, Industrial Welfare Society.
A. S. ROY, PH.D., Chief Personnel Officer, Kodak Ltd.
E. T. O. SLATER, M.A., M.D., F.R.C.P., Physician in Psychological Medicine, National Hospital.
K. SODDY, M.D., D.P.M., Medical Director, National Association for Mental Health.
MR. A. F. STEWART, M.A., Personnel Services Ltd.
D. STEWART, M.D., F.R.C.P., Consulting Medical Officer, Babcock & Wilcox Ltd.
J. D. SUTHERLAND, M.D., D.P.M., Tavistock Institute of Human Relations.
MR. ROBERT WATSON, Chief Personnel Officer, Philips Lamps Ltd.

THE SUBJECTS OF STUDY:

THE SYLLABUS OF INSTRUCTION is divided into two parts:

- (1) The maintenance of fitness at work, and
- (2) Special problems of rehabilitation and resettlement.

The first of these naturally has a wider scope and forms the major part of the course; the second has been inserted in order to allow more detailed discussion of specific problems, which are easy to illustrate from the daily work of the Centre.

PART I. MAINTAINING FITNESS AT WORK

1. PHYSICAL AND MENTAL HEALTH in industry—The effect of both on efficiency, production and individual happiness. Sickness and inefficiency, obvious and latent. Signs of “sub-health”, discontent, fatigue, absenteeism, strikes, malnutrition. The significance of labour turnover and the causes of its changing rate.
2. THE FACTORS which influence health—personal and environmental. Incentives. Conditions of work, monotony, the value of an adequate balanced and varied diet. Personnel selection, job assignment.
3. THE INDIVIDUAL BREAKDOWN—History, complaint and appearance of the maladjusted worker. The success of early treatment. Types available.
4. THE GROUP. Application of lessons learnt from the individual. The breakdown sometimes an indication of multiple inefficiency. Analysis of cases leads to increase of morale, production and well-being. Co-operation. Joint consultation. Participation. The interview and counselling.
5. PROBLEMS OF SUPERVISION. Job contentment and training—relation between health and work satisfaction. The Hawthorne investigation. Supervisory hierarchy. Symbols of status and authority; administration of change; communications.
6. SOCIAL SERVICES—The present scope of services which should be used to benefit industrial health.
7. WOMEN IN INDUSTRY—Physiological and emotional factors. The older worker.

HUMAN RELATIONS IN INDUSTRY

PART II. REHABILITATION AND RESETTLEMENT

8. MEDICAL ASPECTS OF GOVERNMENT SCHEMES—Value of co-operation between Ministries and Industry. 1944 Act. Obligations of the employer and the employee. Relation to other aspects of rehabilitation. Medical and surgical aspects of reinstatement.
9. EX-SERVICE CASES—Effects of service life. Emotional results of separation from family and communal ties. Service loyalties—reaction to authority in civil life. The ex-prisoner of war. Study of problem cases.
10. SPECIAL PROBLEMS OF THE DISABLED—Assistance for amputation cases. Effect of artificial lighting and close work on eye defects. Special problems of heart and lung cases. Job instruction and its relation to the disabled. Survey of present information. Types of work suitable for gastric cases. The undernourished.
11. NEUROSIS CASES—Individual study of neurosis cases. Methods of assessing disability. Suitable occupations for various types of neuroses. The chronic “grouser”. The social misfit. Exaggeration of physical disability. Study of problem cases.

APART FROM INDIVIDUAL LECTURES by the visiting experts, the course will include lectures and demonstrations by the resident staff and group discussions. Great benefit will come from the latter, and every encouragement will be given to all to contribute their own point of view. Such methods have been proved to be most useful in broadening outlooks in many fields and are certainly applicable to industrial health.

The subjects are of equal interest to all those concerned with industrial health and the social services. Particular attention will be paid to those with less practical experience, and to those who have worked only in somewhat restricted fields and wish to see something of other aspects. The course will thus be of direct help to personnel managers, in the introduction of T.U. officials to other angles of management and in allowing social workers to increase their knowledge in both: further, it will provide the industrial doctor or administrator with varied material to add to his own experience.

THE PURPOSE TO INDUSTRY

“The nation is losing forty million working weeks each year from sickness absence, much of it due to indeterminate illness and poor morale.”—LORD HORDER, *Sunday Times*, 10th August 1947.

“If there were a general increase in productivity of 10 per cent there would be no shortage of man-power in this country.”—SIR GODFREY INCE, Industrial Welfare Society Conference, 16th July 1947.

“The amount of absence through illness is often affected by the temperament of the worker and by the strength and nature of his reasons for working.”—NORAH M. DAVIS, *Human Problems in Industry*, 1946.

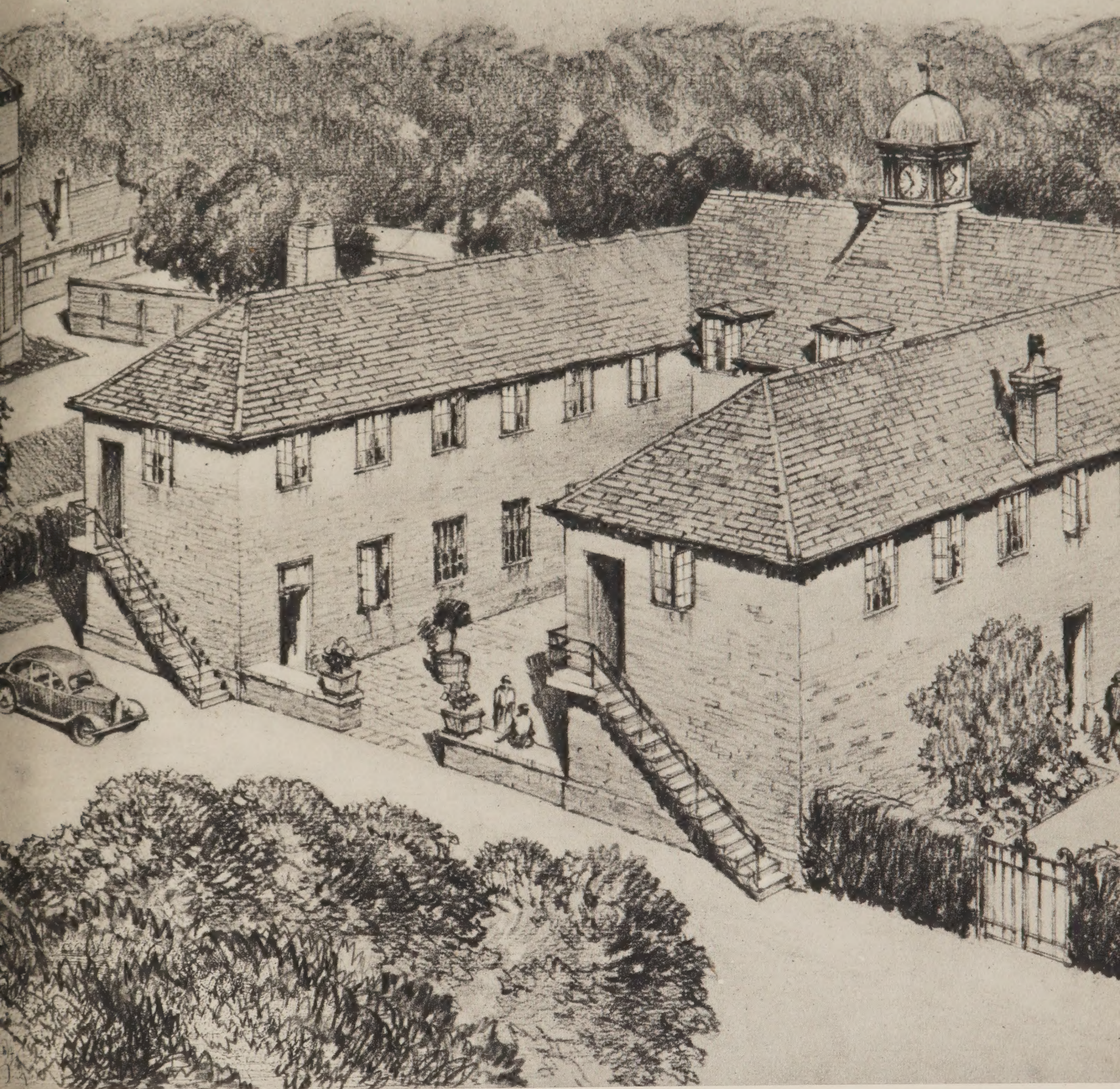
“We are entering on a new era of industrial development in which we must concentrate more and more on that delicate instrument, the human machine.”—SIR STAFFORD CRIPPS, *The Times*, 14th February 1946.

“An employer is entitled to put money aside for the depreciation of his plant. It is, therefore, reasonable to put aside a little money for the depreciation of the human being.”—MR. GEORGE TOMLINSON, *The Times*, 14th February 1946.

“The worker should be valued first and foremost because he is a human person.”—CARDINAL GRIFFIN, *Sunday Times*, 10th August 1947.

“It has been established that . . . the working group in which relations are bad, morale low, and leadership ineffective, is less productive than that with a better social atmosphere.”—A SPECIAL CORRESPONDENT, *The Times*, 16th July 1947.

“. . . better methods for the discovery of an administrative *élite*, better methods of maintaining working morale. The country that first solves these problems will infallibly outstrip the others in the race for stability, security and development.”—PROFESSOR ELTON MAYO, *Human Problems of an Industrial Civilization*, 1933.



On the neighbouring estate is a club and hostel, accommodating 30 visitors of either sex, complete with common rooms and bar. Construction and equipment throughout are of the most modern kind.

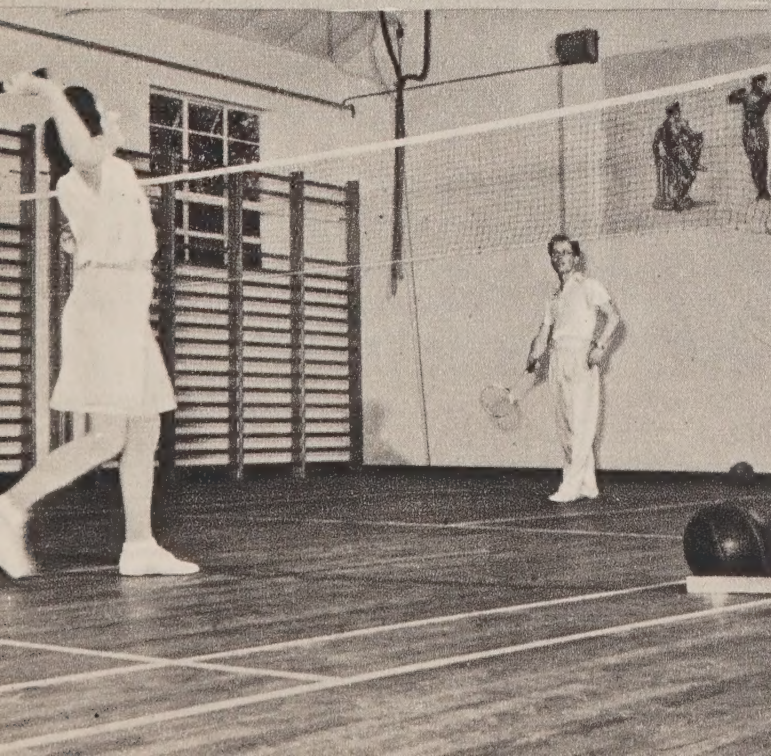
LIVING AT ROFFEY PARK



The lounge in the staff hostel at Beedingwood is a common meeting place for staff and visitors.



Physical welfare is not overlooked. Games are available, and fresh garden produce is provided.



DURING THEIR TRAINING members live in the most attractive conditions, which have been made possible by the generosity of British industry. A residential club in the adjoining estate of Beedingwood provides accommodation for 30 people of either sex. The club has been adapted and furnished on the most modern and functional lines, each bedroom being equipped with built-in plastic furniture. The club includes an equally modern cocktail bar, dining-room and communal lounges.

A FORMER SQUASH COURT has been adapted for use as a lecture hall and discussion room, fitted with an acoustic ceiling to facilitate the presentation of films, and a comfortable, well-stocked library is attached.

MUCH OF THE FOOD provided here is home-produced and the menu is scientifically planned by the resident dietician at Roffey Park. Special attention is paid to the provision of fresh fruit and vegetables.

THE ASSETS OF SUMMER are readily realised at Roffey Park. The natural beauty of the surrounding woods invites walking, and for the more strenuously-minded, there are excellent facilities for tennis. There are two lakes within the grounds for swimming, and squash and badminton are also available.

IN THE EVENINGS the residents organise their own recreation, in the shape of discussion groups, concerts and so on. Beauty does not remain out of doors. There are interesting murals, and exhibitions of modern paintings are held from time to time.

In these ways equal provision is made both for the physical and mental well-being of the student throughout his stay.

HOW TO GET TO ROFFEY PARK

APPLICATION SHOULD BE MADE on the form affixed to page 15. Otherwise applicants should write direct to the Secretary, Training Department, Roffey Park, Horsham, Sussex, England, enclosing a remittance for £18 18s. to cover full accommodation and tuition for the two weeks' course. The demand for accommodation is always heavy and early application is advisable. Every attempt is made to accommodate individuals on the dates they prefer, but when this is impossible an alternative period will be provided.



ROFFEY PARK IS CONVENIENTLY situated near Horsham, in Sussex, about thirty miles from London. The best way to reach it is to travel by Southern Railway from Victoria to Horsham, where taxis are always available. There is a frequent train service, the best trains being at 9.18 a.m., 11.18 a.m., 3.18 p.m., 4.18 p.m., 5.30 p.m. 6.18 p.m., and 7.18 p.m. The two-weekly courses have been so arranged that new entrants can join on any Monday.

The new communal dining-room for residents is arranged on the "help yourself" system.

THE NATIONAL COUNCIL

Chairman of the Council, LORD HORDER, G.C.V.O., M.D., F.R.C.P.

Vice-Chairman, MR. SAMUEL COURTAULD.

Honorary Treasurer, MR. C. HAROLD VERNON.

Medical Director, T. M. LING, M.D., M.R.C.P.

Secretary-Accountant, MR. A. W. LORIMER.

Solicitors, MCKENNA & CO., 14, Waterloo Place, S.W.1.

Auditors, MELLORS, BASDEN & CO., 73, Basinghall Street, E.C.2.

Trustees, BARCLAYS BANK LIMITED.

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J. E. PEDDER, Courtaulds Ltd.

MR. W. PUCKEY, Hoover Ltd.

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SIR WILLIAM ROOTES, K.B.E., Rootes Securities Ltd.

SIR THOMAS SPENCER, M.I.E.E., Standard Telephones & Cables Ltd.

MR. F. W. TANNER, E. S. & A. Robinson Ltd.

SIR CHARLES TENNYSON, C.M.G., Dunlop Rubber Co. Ltd.

MR. H. J. THOMAS, F.R.A.E.S., Bristol Aeroplane Co.

A. R. THOMPSON, M.D., M.R.C.S., Vauxhall Motors Ltd.

MR. W. S. THORN, Imperial Tobacco Co. (of Great Britain & Ireland) Ltd.

MR. G. LESLIE WATES, J.P., Johnson & Phillips Ltd.

THE RIGHT HON. JOHN WILMOT, P.C., M.P., J.P.

MR. E. WIMBLE.

THE EXECUTIVE COMMITTEE

LORD HORDER, G.C.V.O., M.D., F.R.C.P., Physician to H.M. the King (*Chairman*).
MR. C. HAROLD VERNON, Chairman, C. Vernon & Sons Ltd. (*Hon. Treasurer*).
MR. F. A. S. GWATKIN, McKenna & Co.
MISS CAROLINE HASLETT, C.B.E., The Electrical Association for Women.
T. M. LING, M.D., M.R.C.P., Medical Director, Roffey Park.
SIR ARCHIBALD MCKINSTRY, M.I.E.E., M.I.M.E., M.Sc., Vice-Chairman, Babcock & Wilcox Ltd.
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AN ENTERPRISE OF BRITISH INDUSTRY

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Babcock & Wilcox Ltd.	2,000	0	0	Kodak Ltd.	500	0	0
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Marconi's Wireless Telegraph Co. Ltd.	2,000	0	0	Patons & Baldwins Ltd.	500	0	0
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R. D. Carr, Esq. (John Dale Ltd.)	500	0	0				

* In kind.

† and in kind.

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